DRAFT
4/6/77
RW:KJ

MEMORANDUM FOR: Chief, Plans Staff, OP

STAT   FROM   : [   ]
                       OP/Plans Staff

SUBJECT   : Creativity and Ethics Group Recommendations

Stan:

It's difficult to comment on the six recommendations
without the benefit of information as to what the Creativity and
Ethics Group is, to whom are they addressing their recommendations,
and what was their charge, i.e. what were they supposed to do?

In the abstract most of their recommendations are
like "motherhood" and so forth - who could really be against it?
For example, as implicitely indicated in proposal number one it is
the worst sort of waste both in money and in manpower to centralize
most decisionmaking. (The Civil Service Commission makes a big to do
about decentralized authority in its PME program.) On the other hand
with all the stir about "abuses" and the "thou shalt naughts" along
with a heavy layer of "oversight" how in _____'s name can the principle
of decentralization of authority be achieved. As you know the survey
involving middle managers hit directly on this issue. Ambevalence was
all over the place. Managers wanted more guidance, direction, clear
instructions. They were "looking over their shoulders", covering
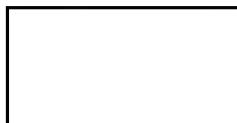their a_ _(to coin a phrase). Is this the mark of those who thrive

on independent authority? By the same token many managers having long
hungered for greater decentralization of authority, are now faced with
new OGC and IG mandates which hardly serve to encourage greater
decentralization in line authority. Proposal number one appears
somewhat at odds with itself in that while the group advocates greater
decentralization of authority they also advocate a rather involved
coordination effort (interdisciplinary approaches) which is appalling
to mid-level managers. They want the specific authority as well as the
responsibility or so many of them claim.

I'd be interested in an explicit listing of the non-cost methods
of recognition referred to in #2. Are they talking about slaps-on-the-
back and certificates of commendation?

The improvement in career opportunities depends more on the
relationship of workers skills to the needs (work requirements) of the
organization than to better counseling per se. The bias many managers
have as to "what it takes" to meet their needs is far more formidable
as an obstacle to the realization of an improvement in the number of
career opportunities for employees. The transferability of an
individual's skills, abilities and knowledge from one occupational
area to another is underestimated by many responsible for employee
selection. Even the discreteness of the various occupational groupings,
sub-groupings, etc. is subject to challenge. I'm _for_ improved personnel
management thru better counseling etc...

MBO has come into disrepute in many quarters and I for one believe it is beginning to seriously interfere with getting the job done. The administration of the program seems to be rather expensive and it is questionable whether those responsible for its success are capable of achieving success. A reappraisal of the Agency's current MBO process should be made without delay, i.e. get it tracking or chuck it!

Numbers 5 and 6 look to me as if those especially able, sensitive, and knowledgeable, about the clandestine collection of intelligence should constitute the steering committee (if I'm reading them correctly) charged with preparing a position paper on these matters. The questions of ethics is a touchy subject dependent on where one stands. In any event it is important that some understanding be reached as to the real constraints effecting Agency operations. The organization can ill-afford to make unilateral decisions or take actions without a real appreciation for the ethical question raised in each instance.

STAT

Stan -

Some random thoughts on some of the six items:

1. In theory this sounds fine. However, one of the major "barriers to organizational excellence" expressed by Agency employees at all levels in management and supervision Training Courses, has been the criticism of "Top Management" - <u>specifically</u> the Deputy Directors - to relinquish any significant decision - making to subordinates, even to the Office Heads. This may or may not be a valid criticism, but, it is a widespread perception. So, the DD's are the ones who have to let loose of some of the decision-making. The problem with pre-decision making periods is the "crisis" management approach which usually prevails in the Agency. There usually isn't enough time to permit open discussion and dissent prior to final decision time. Most items have "short fuses".

2. I assume this refers in part to the Incentive Awards Program. Monetary awards are the best kind! Other methods of recognition are seldom used, so I really don't understand the recommendation to "<u>increase</u> the use of non-cost methods of recognition."

3. Several programs (Training Courses) have been instituted to improve counseling and the evaluation process. The proof of the pudding is in the application of these techniques and methods which are taught. There is no doubt in my mind that the counseling in the Agency has improved a hundred fold in the past few years. There is what appears to be effective systems set-up in each Component. Again, how well it works will depend upon the knowledge, skills, etc. of the Counselors. In the evaluation system, pretty good strides have been made here also. Rotational assignments have been increased and perhaps the other Directorates can follow the lead of the DD/A in that respect. To state that periodic zero-base review will ensure effectiveness of these programs is an "heroic assumption."

4. The use of the MBO system (if utilized properly) should not stifle creativity. I might suggest in place of the "think tank" concept, a program that was in effect within the DD/A some 6-7 years ago. That is, a problem-solving team with representatives from all

STAT DD/A offices - given a real-line DD/A or Agency problem - and sent to _____ (for a week) to come up with a practical solution. Mr. Coffey used this vehicle for some knotty problems and the groups always presented viable solutions. It's a fairly low-cost system for problem solving.

5. No comment.

6. No comment.

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